

Board of
Examiners

May 2003

Update

Quest for Excellence XV Conference

The Quest for Excellence XV Conference, held March 30–April 2 at the Marriott Wardman Park Hotel in Washington, D.C., featured the 2002 Baldrige Award recipients—Motorola CGISS (manufacturing category), Branch Smith Printing (small business category), and SSM Health Care (health care category). QE XV was jointly sponsored by the Association for Quality and Participation (AQP), the American Society for Quality (ASQ), the American Society for Training and Development (ASTD), and the National Institute of Standards and Technology (NIST).

The QE XV Conference produced a number of Baldrige “firsts”—the first ever health care Award recipient, the first printing industry recipient, and the first post-conference workshop on “Changes to the Criteria.” We also celebrated the fifteenth anniversary of the Baldrige National Quality Program (BNQP) with cake at the Monday evening reception. On Sunday afternoon, March 30, a pre-conference program, “From Interest to Action,” featured an introduction to the Criteria for Performance Excellence and the self-assessment process as well as a panel discussion with the 2001 Education Award recipients.

At the formal opening of the QE XV Conference on Monday morning, Director of the National Institute of Standards and Technology (NIST) Arden Bement, Undersecretary of Commerce Phil Bond, and Secretary of Commerce Don Evans were present to recognize the 2002 Award recipients. Secretary Evans thanked the recipients for sharing their journeys to excellence. He commented that the Quest for Excellence Conference was an excellent way to provide the tools to “build a better America.” Secretary Evans spoke of the best practices shared internationally by the 2001 Education Award recipients on their trip to India in February. In addition, the Secretary applauded the 2003 Baldrige Criteria’s increased focus on management’s responsibility for fiscal, ethical, and legal accountability.

The conference featured three days of plenary, concurrent, and town hall sessions. The plenary sessions included presentations from each recipient on their leadership system; their journey to performance excellence; how to write a Baldrige application, prepare for the site visit, and use the feedback report; and lessons learned. Each plenary session was followed by a question-and-answer panel. In the concurrent and town hall sessions addressing Categories 2 through 7, attendees could track an Award recipient, track a Criteria Category, or both. A special networking session with the 2002 Award recipients, 2001 Education Award recipients, and State and Local Award Programs was held Tuesday

afternoon. In addition, ribbons were used at the conference to help attendees to identify and network with their sector colleagues.

Two post-conference sessions were held after the conference finished on April 2. Harry Hertz, BNQP Director, presented information on Changes to the Criteria for Performance Excellence. Also, the 2001 Education Award recipients conducted a panel discussion on “the year after the Award.”

For those who were unable to join us, the QE XV plenary sessions will be available in early May on our Web site for viewing at your convenience. Also, the QE XV Conference materials are available from ASQ. Next year, the QE XVI Conference will be held April 18–21, 2004, at the Marriott Wardman Park Hotel.

Secretary Evans Appoints New Members to Judges’ Panel

Secretary of Commerce Don Evans has appointed three prominent industry, education, and health care leaders to serve on the MBNQA Panel of Judges to replace retiring panel members. The new members are Roy A. Bauer, Executive Vice President—U.S. Operations, Pemstar, Inc. (Rochester, Minn.); Deborah Lee-Eddie, Senior Vice President, Operations, Catholic Health Initiatives (Denver, Colo.); and Deb Myers, Organizational Development Consultant, Hamilton County Educational Service Center (Cincinnati, Ohio). Both Roy Bauer and Deb Myers served on the Baldrige Board of Examiners as Senior Examiners. A fourth new Judge will be appointed shortly.

The Panel of Judges is part of the Award’s board of about 400 volunteer Examiners who review applications for the Baldrige Award. The Judges review Examiner comments and scores, select applicants for site visits, and recommend Baldrige Award recipients to the Secretary of Commerce.

Harry L. Reedy was appointed as chair of the 2003 panel. He is Vice President, Director of Quality, State Street Corporation (North Quincy, Mass.). Other Judges are Ruth Ash, Dean, School of Education and Professional Studies, Samford University (Birmingham, Ala.); Dale Crownover, President and CEO, Texas Nameplate Company (Dallas, Tex.); Kay Kendall, Vice President of Corporate Quality, Brooks-PRI Automation (Chelmsford, Mass.); and Kathy Yeu, Senior Vice President, Results Management, Provident Financial (Pleasanton, Calif.).

Thanks From Joe Muzikowski on Behalf of the 2002 Judges’ Panel

“The past year was another milestone for the Baldrige Award Program. Examiners reviewed a total of 49

applications. Of these, 27 organizations went on to consensus, with 11 receiving site visits. Three were Award recipients, including the first in the health care sector.

"Each year, the Panel of Judges conducts a survey of our main customers, the applicants themselves. Several questions focus on the most important product we provide: the feedback on their organizations' strengths and opportunities for improvement. While the relatively small number of responses limits statistical interpretation, the results nevertheless indicate that we continue to provide very high satisfaction relating to relevance of the feedback to continuous improvement, accuracy and clarity of the feedback, value of the feedback relative to the investment, and overall satisfaction with the process.

"The satisfaction of our direct customers—and the success of the Baldrige Award Program itself—is driven by the dedication of the people who make up our diverse and talented Board of Examiners. On behalf of the Panel of Judges, thank you for your efforts."—Joe Muzikowski, Chairperson of the 2002 Judges' Panel

Ceremony Coming Soon

We are planning a May 21, 2003, Ceremony to honor the 2002 MBNQA recipients. All Examiners will be notified by e-mail (or fax if they don't have e-mail) as soon as we have information from the White House. Please be sure to notify Jason Diggs of any changes in your e-mail, fax, or address. Jason can be reached at jayson.diggs@nist.gov or 301-975-3379.

Members of the Board of Examiners are invited to all major events held in conjunction with the Ceremony. An Examiner's spouse or friend is invited to the reception that takes place the night before the Ceremony and to the Examiner Recognition Ceremony.

Upcoming Conferences

BNQP will be exhibiting at the following conferences this spring and summer:

- American Society for Quality (ASQ) Annual Quality Congress, May 19-21, Kansas City, Mo.
- American Society for Training and Development (ASTD) International Conference and Exposition, May 19-21, San Diego, Calif.
- National Association of College and University Business Officers (NACUBO) National Meeting, July 26-29, Nashville, Tenn.
- American Chamber of Commerce Executives (ACCE) and National Association for Membership Development (NAMD) Chamber Professionals Conference, August 7-9, Denver, Colo.

Also, BNQP will be speaking at the ASQ and ASTD events. If you are attending any of these events, please stop by our exhibit booth and help answer questions about the Program.

2003 Workshop for State and Local Quality Award Programs

On Monday and Tuesday, July 28–29, 2003, BNQP will host the annual Workshop for State and Local Quality Award Programs at NIST in Gaithersburg, Md. The workshop has been scheduled to coincide with Improvement Day on Wednesday, July 30, to encourage attendance at both events. Brian Knight of the Rhode Island Center for Performance Excellence, Christopher Stevens of the Arizona Quality Alliance, and Mike Langridge of the Iowa Quality Center are members of this year's Workshop Planning Team.

Five state award programs will be recognized for being homes to recipients of both their state award and the 2002 Baldrige Award. The Texas Award for Performance Excellence will be recognized as the home of Branch-Smith Printing, a 2001 state award recipient. The following programs will receive recognition as home to one or more entities of 2002 Baldrige Award recipient SSM Health Care: the Missouri Quality Award (2002), the Oklahoma Quality Award (1998), the Illinois Lincoln Award for Business Excellence (1999), and the Wisconsin Forward Award (2000).

Improvement Day Set for Late July

The Baldrige Program's annual Improvement Day will be held on Wednesday, July 30, 2003, at NIST. All Program stakeholders are invited to join the Baldrige staff in discussing the Criteria and the Program's strengths and opportunities for improvement. If you wish to learn more about the event or how to attend, please check our Web site periodically at www.baldrige.nist.gov, or call Rachel Kinney at 301-975-8035. The 2003 Improvement Day Questionnaire will be available on our Web site in May. We hope that you will take the time to respond even if you are unable to attend the event. We look forward to hearing from you.

2003 Regional Conferences To Take Place This Fall

We are pleased to announce that the 2003 Baldrige Regional Conferences will take place on September 23 at the Hilton Cincinnati Netherland Plaza in Cincinnati, Ohio, and on October 9 in Scottsdale, Arizona (exact hotel location to be determined). The conferences are being cosponsored by the Greater Cincinnati Chamber of Commerce, the Tennessee Center for Performance Excellence, the Arizona Quality Alliance, and the Wisconsin Forward Award. The conference format will continue to feature keynote, concurrent, and town hall sessions with the Baldrige Award recipients. This year, the conferences will feature a pre-conference workshop on Getting Started With the Baldrige Criteria and a pre-conference session on Changes to the 2003 Criteria for Performance Excellence. The conferences again will

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be value priced at under \$500 with additional discounts for advance registration, faculty, and groups. Look for specific details on the conferences, including registration and hotel information, on the BNQP Web site (www.baldrige.nist.gov) soon.

2003 Scorebook Changes

Changes to the 2003 Scorebook for Business, Education, and Health Care are minimal and are summarized in the following paragraphs.

All scorebook worksheets ask you to number the key business/organization factors (KFs) for the organization you are evaluating. Also, you are asked to write the number of the corresponding KF in an extra column in the body of the worksheet next to each strength or opportunity for improvement.

The Category 7 worksheets (all Items) have been reformatted. Not only do they include the KF numbering system mentioned above, they also ask that you indicate the characteristics identified for Results Items in the Scoring Guidelines, i.e., levels and trends, segmentation, comparisons, and/or gaps. An additional column on the worksheet allows you to indicate the characteristic(s) most appropriate to the comment. These notations will be helpful as you later formulate the Key Themes (Question C).

Samples of completed Item Worksheets, demonstrating the new forms, are included in the complete pdf version of the scorebook.

Calculating Score Summary Worksheets are now included in the body of the scorebook. In 2002, they were sent to you as a separate file; in 2003, they are part of the scorebook. To enter data, double click the worksheet. As directed on the form, enter the Item percent scores in Column B only—do not enter data in any other column. The worksheet should automatically calculate the appropriate scores based on the percentage that you enter.

New Outreach Materials Available

New and/or updated materials are now available to help you spread the word to new audiences. Copies of the updated “Getting Started” brochure, the new CEO issue sheet, and the BNQP slide set can be obtained by calling our Customer Service Desk at 301-975-2036, or you can e-mail BNQP’s customer service at nqp@nist.gov. The “Getting Started” brochure and new CEO issue sheet also can be found at www.baldrige.nist.gov/Getting_Started.htm and www.baldrige.nist.gov/Issue_Sheet_BusEd.htm, respectively.

Getting Started With the Baldrige National Quality Program: A Guide to Self-Assessment and Action Planning—BNQP’s “Getting Started” booklet has been updated to reflect the 2003 Criteria for Performance Excellence. The booklet outlines a ten-step process for self-assessment for any organization using the Baldrige Criteria, reviews reasons for

considering a self-assessment, and gives guidelines for determining if you are ready to self-assess.

New CEO Issue Sheet—BNQP recently published its sixth CEO issue sheet, “Baldrige: Business/Education Partnerships Are Working Well.” Within the Baldrige community, businesses and education organizations view each other as key suppliers and partners. In this latest CEO issue sheet, four Baldrige Award recipients—Soletron Corporation, Granite Rock, Solar Turbines, and University of Wisconsin-Stout—explain how they have developed win-win relationships through business-education partnerships that train educators in the Baldrige Criteria, prepare students with practical work experience, and provide college scholarships.

2003 BNQP Slide Set and Frequently Asked Questions (FAQ)—The slide set (with speakers’ notes) contains ten different modules, including Program Overview, Program Impacts, and modules for the different Criteria. The FAQ contains answers to numerous difficult questions. A CD-ROM containing both products will be distributed at Examiner Training; additional CDs are available upon request.

Quest for Excellence XV Conference Materials—This year, QE XV Conference attendees received a bound book with summaries of the Award recipients’ applications along with the conference proceedings in two formats—a spiral bound notebook and a CD-ROM. The CD-ROM also includes two versions of the Quest for Excellence XV video: the short version featured at the conference and the long version, featuring more in-depth information on each Award recipient. The CDs also contain the 2003 Criteria for Performance Excellence for Business, Education, and Health Care, and Web site links to the 2002 Award recipients and NIST. The entire set of conference materials, packaged in the official QE XV Conference bag, may be purchased for \$59.95 from the American Society for Quality (phone: 800-248-1946, fax: 414-272-1734, and e-mail: asq@asq.org). Reference Item No. T1206. The CD-ROM may be purchased for \$35. Reference Item No. T1204. The videos are also available on VHS tape for \$20. Reference Item No. TA999. Shipping and handling charges are extra.

Examiner Reimbursement Guidelines

For those Examiners who do not receive travel reimbursement from their employers, the following guidelines will apply regarding reimbursement of expenses for the 2003 Examiner Preparation Course. (1) Airfare or costs of other modes of transportation will be reimbursed to a maximum amount of \$500. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, those approved will be reimbursed up to the \$500 limit. (2) As in past years, we will provide breakfast and lunch each day of training and dinner on Wednesday evening. All other allowable

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expenses will be reimbursed to a maximum of \$100, which includes transportation to and from the airport and meals not provided by the Program. (3) Lodging at the hotel will be reimbursed for your stay at the reserved price for Baldrige Examiners. If you have any questions, please call Rachel Kinney at 301-975-8035.

Examiner Ambassador Activities

The following Examiners or former Examiners reported outreach efforts between late November 2002 and early April 2003: Judith Brooks (2), Debbie Collard (4), Karen Copp, Sybil Davis, Leonard Deneault (5), Robert Dufresne, Steve Hoisington, Kay Kendall, Rex Mobley, Clive Monjo (2), Michael Novak, and Robert Scanlon. In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Bruce Beede, Kate Goonan, Bob Stearns, and David Weber. We thank all of these ambassadors for their outreach activities on behalf of the Program. If you have conducted outreach efforts and wish to be recognized, report your activities through use of the Examiner Presentation Tracking Form to our Outreach and Communications Team via fax at 301-948-3716 or e-mail at nqp@nist.gov.

Two Baldrige Staff Members Honored

Recently, two staff members received prestigious awards for outstanding contributions to the NIST mission in its service to industry and the public. Barry Diamondstone, BNQP Deputy Director, received the Department of Commerce Silver Medal for Exceptional Service. It is bestowed for "exceptional performance characterized by noteworthy or superlative contributions that have a direct and lasting impact on the Department." Rachel Kinney, General Business Specialist on the Outreach and Communications Team, was the recipient of the George A. Uriano Award for outstanding achievement in building and strengthening NIST extramural programs, with emphasis on fostering U.S. competitiveness and business excellence.

Barry Diamondstone was recognized for leadership

and emphasis on continuous quality improvement in his role as Deputy Director of the BNQP. Barry leads the operations of the Baldrige Program and has been instrumental in the transition to a team-based structure with a culture of continuous learning. As architect of its development and management, this structure maximizes the productivity and customer focus of the organization while enhancing individual contributions.

Rachel Kinney was recognized for sustained superior performance ensuring the customer focus, integrity, and credibility of the BNQP. As team leader of the Award Process Team in 2001, Rachel was responsible for designing implementation strategies for the Award applicant processes and interactions. With her "can do" attitude, she was able to fully carry out these duties while stepping up to an emergency situation that required her to lead the Baldrige Presidential Award Ceremony with little advance notice.

Staff Departure—NIST

Melissa (Missy) Naddeo, Administrative Assistant on the BNQP staff, has joined the Office of Law Enforcement Standards at NIST as a Division Secretary. Our staff, as well as many Examiners, will fondly remember Missy's wonderful attitude and ready smile. She provided many critical support services to our staff, including preparing travel, maintaining the Examiner database, and ensuring that Examiners had the information they needed before and during Examiner Training. Missy, who joined BNQP in March 1999, provided support to every team, and everyone misses her. Congratulations Missy, we all wish you the best!

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award.

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